

AUGUST, 2015

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## FY 2015-16 TACTICAL PLAN

*TOGETHER, WE ARE A MODEL OF EXCELLENCE AND INNOVATION*

ENCINA WASTEWATER AUTHORITY  
6200 AVENIDA ENCINAS, CARLSBAD, CALIFORNIA 92011

## FY 2015-16 TACTICAL PLAN

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### ENCINA WASTEWATER AUTHORITY

The Encina Wastewater Authority (EWA) is a public agency serving an alliance of governments that work cooperatively to provide wastewater services to nearly 400,000 people in northwest San Diego County. The EWA alliance is a model of excellence and innovation. EWA is currently well-positioned to provide reliable services, meeting both regulatory and internal standards through January 2020.

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### PURPOSE OF THE TACTICAL PLAN

The FY 2015-16 Tactical Plan describes specific activities staff will undertake during the coming fiscal year in support of the Key Policy Issues identified in EWA's Board of Directors approved 2020 Business Plan. FY 2015-16 begins on July 1, 2015 and concludes on June 30, 2016.

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### BUSINESS VALUES

EWA's Business Values describe the organization's commitments to provide compelling value to its Member Agencies and the communities it serves. These Business Values also enable EWA to categorize its activities for consistency and clarity in communications. EWA's Business Values are:

- **Protect the Pacific Ocean.** EWA protects the Pacific Ocean by ensuring highly reliable water treatment and ocean delivery infrastructure.
  - **Preserve Public Health.** EWA preserves public health by ensuring highly reliable wastewater pumping, water and solids recycling, air emissions, and odor control infrastructure.
  - **Develop Encina's Water Resources.** With drought, increased stress on water supplies, and the uncertainties arising from climate change and related research, the value of EWA's water resources will inevitably increase in value.
  - **Conduct Sound Planning.** Effective and efficient operation, maintenance, and administration of the Encina System requires that EWA conduct sound planning.
  - **Remain Efficient, Fiscally Responsible and Innovative.** Staff is committed to continuously increasing efficiency and demonstrating fiscal responsibility across the enterprise.
  - **Provide Meaningful Transparency.** Transparency is a fundamental requirement of public agencies.
  - **Invest Appropriately.** The ability of EWA to provide compelling value to the communities it serves depends on its ability to secure investment in necessary and appropriate resources and infrastructure.
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### STANDARDS

A standard is simply a rule, a level of quality, or an achievement that is considered acceptable or desirable. The Tactical Plan employs several important criteria for addressing future challenges and opportunities. EWA's standards drive its activities, decisions, and proposed investments. Some of these standards are legal or regulatory, and others are internally developed by EWA's staff in collaboration with member agencies.

**FY 2015-16 TACTICAL PLAN OBJECTIVES**

KEY POLICY ISSUE NO. 1: MODERNIZE LIQUID TREATMENT INFRASTRUCTURE			
Objective	Primary Standard(s)	Key Executive	Target
Complete design to rehabilitate EWPCF Grit & Screenings Facility and improve related dewatering and odor control systems.	Improve the Encina Joint System in accordance with sound engineering practices and applicable laws and regulations	Assistant General Manager	June 2016
Status and Notes:			
Initiate construction to rehabilitate Secondary Aeration Basins 1, 2, 3, and 4.	Improve the Encina Joint System in accordance with sound engineering practices and applicable laws and regulations	Assistant General Manager	March 2016
Status and Notes:			
Present Process Master Plan and resulting recommendation to Board of Directors.	Highly reliable and predictable water treatment system  Continuously increase efficiency in all aspects of EWA operations and report results.	Assistant General Manager	June 2016
Status and Notes:			

KEY POLICY ISSUE NO. 2: DEVELOP TECHNICAL ASSESSMENT OF LOCAL OCEAN ENVIRONMENT			
Objective	Primary Standard(s)	Key Executive	Target
Present Ocean Outfall Action Plan to Board of Directors based on Bathymetric Study and condition assessments completed in FY 2015.	EWA possesses credible knowledge of the environmental impacts associated with operation of the Encina Ocean Outfall.	General Manager	January 2016
Status and Notes:			

KEY POLICY ISSUE NO. 3: REMAIN ENGAGED IN INDUSTRY ASSOCIATIONS AND ADVOCACY			
Objective	Primary Standard(s)	Key Executive	Target
Prioritize professional development budget to ensure financial support for CASA President (beginning August 2015) and CWEA President (beginning May 2016).	Active participation in shaping regulatory requirements imposed on the Encina Joint System.	General Manager	Continuous Compliance Objective (CCO)
Status & Notes:			
Initiate effort to enable EWA to “wheel” renewable power to Member Agencies.	Pursue initiatives that reduce Member Agency costs and risks.	General Manager	June 2016
Status & Notes:			
Revise Integrated Travel and Expense Reimbursement Policy (last update 2008).	Comply with applicable transparency requirements.	Assistant General Manager	December 2015
Status & Notes:			

KEY POLICY ISSUE NO. 4: LOCAL ENERGY RELIABILITY INITIATIVE			
Objective	Primary Standard(s)	Key Executive	Target
Present EWPCF energy production, utilization, and revenue analysis to the Board of Directors that reflects implementation of the Alternative Fuel Receiving Facility. Include partnering strategies and recommendations to achieve energy independence during 2016.	Achieve functional energy independence by 2016.	Assistant General Manager	December 2015
Status & Notes:			
Track legislation and CPUC/CEC rule makings related to pipeline bio-methane and interconnection to investor owned utility infrastructure.	Anticipate future regulations and legal requirements.	General Manager	June 2016
Status & Notes:			
Achieve DOE <i>Better Plants Program</i> 5% overall energy demand reduction target and report to Board of Directors.	Continuously increase efficiency in all aspects of EWA operations and report results.	Director of General Services	June 2016
Status & Notes:			

KEY POLICY ISSUE NO. 5: COLLABORATE TO OPTIMIZE BIOSOLIDS PROGRAM PERFORMANCE			
Objective	Primary Standard(s)	Key Executive	Target
Identify and contract for PureGreen transportation services appropriate for Tier II customers.	Maintain stable costs and risk managed biosolids management program.	Director of Environmental Compliance	October 2015
Status & Notes:			
Provide the Board of Directors a report and recommendations related to optimization of EWA's Biosolids Program based on internal product quality improvements, in-house marketing efforts, the Anaergia Pyrolysis Demonstration, and the NutrientsPlus Blending Trials.	Maintain compliance with: (a) National Biosolids Partnership Environmental Management System; and, (b) 40 CFR 503 Class A Exceptional Quality Biosolids regulations.	Director of Environmental Compliance	February 2016
Status & Notes:			
Initiate construction for Heat Dryer Safety Phase II & III Project.	Maintain stable costs and risk-managed biosolids management program.	Assistant General Manager	June 2016
Status & Notes:			

KEY POLICY ISSUE NO. 6: ACTIVELY SUPPORT MEMBER AGENCY WATER RECYCLING PROGRAMS			
Objective	Primary Standard(s)	Key Executive	Target
Enhance Carlsbad Water Recycling Facility Production-to-Delivery Efficiency and evaluate alternatives to improve quality of water delivered to Recycled Water system.	Operate and maintain the Encina Joint System on a cooperative basis for the management of recycled water.	General Manager	CCO
Status & Notes:			
Provide requested technical assistance in support of the capacity expansion of the Carlsbad Water Reclamation Facility.	Collaborate with Member Agencies on recycled water reliability and risks.	Director of Operations	CCO
Status & Notes:			

KEY POLICY ISSUE NO. 7: IMPLEMENT TECHNOLOGY MASTER PLAN			
Objective	Primary Standard(s)	Key Executive	Target
Provide the Board of Directors a report and recommendations related to implementation of the FY 2014-15 Automation Study; electronic Operator Logbook and Pass-Down System; Data Management Standards; and, related enhancements to Water Information Management System to Board of Directors.	Continuously improve efficiency in all aspects of EWA's operations and report results.	Director of General Services	March 2016
Status & Notes:			

KEY POLICY ISSUE NO. 8: LOCAL WATER REUSE STRATEGIC PLAN			
Objective	Primary Standard(s)	Key Executive	Target
Develop the <i>Encina Water Reuse Strategic Plan</i> in consultation and cooperation with the Member Agencies and, if appropriate, the San Diego County Water Authority.	Build trust and support with policy makers and community leaders.  Collaborate with the Member Agencies on potable water reliability and risks.	General Manager	June 2016
Status & Notes:			

KEY POLICY ISSUE NO. 9: EWPCF OCEAN DISCHARGE AND AIR EMISSIONS PERMIT COMPLIANCE			
Objective	Primary Standard(s)	Key Executive	Target
Renew Waste Discharge Requirements (WDR) and National Pollution Discharge Elimination System (NPDES) Ocean Discharge Permit.	Uninterrupted regulatory compliance.	Director of Environmental Compliance	June 2016
Status & Notes:			
Continuous compliance with the <i>Final Effluent Limitations for the Encina Ocean Outfall</i> <u>see</u> : Section IV.A.1.a. NPDES Permit No. CA0107395.	Meet or exceed all ocean discharge regulations.  Comply with effluent limitations on a 24/7/365 basis.	Director of Operations	CCO
Status & Notes:			
Continuous compliance with constituent and reporting requirements for all EWPCF and Remote Facilities San Diego Air Pollution Control District Permits.	Meet or exceed all APCD permit regulations.  Comply with emissions limitations on a 24/7/365 basis.	Director of Operations	CCO
Status & Notes:			
Complete a technical and legal “Gap Analysis” of EWA and Member Agency Pretreatment Ordinances to aid regulatory consistency and provide appropriate report and recommendations to the Board of Directors.	Ensure effective enforcement of pretreatment regulations across the 125 square mile Encina Service Area.	Director of Environmental Compliance	March 2016
Status & Notes:			

KEY POLICY ISSUE NO. 10: DEVELOP NUTRIENT MANAGEMENT PLAN			
Objective	Primary Standard(s)	Key Executive	Target
Monitor State Water Resources Control Board activities to develop and publish proposed nutrient limitations for Ocean Dischargers.	Anticipate future regulations.	General Manager	CCO
Status & Notes:			

KEY POLICY ISSUE NO. 11: MANAGE SOUTH PARCEL			
Objective	Primary Standard(s)	Key Executive	Target
Accommodate Agua Hedionda Pump Station Improvements by facilitating use of South Parcel for construction administration, employee and equipment staging and related temporary activities.	Minimize Member Agency costs.	General Manager	September 2015
Status & Notes:			
Issue Request for Proposals to identify preferred partner to undertake leased based monetization of that element of the South Parcel not currently required for development of Joint System infrastructure.	Minimize Member Agency costs. Collaborate with Member Agency on investment proposals. Build trust and support with policy makers and community leaders.	General Manager	November 2015
Status & Notes:			
Make recommendations to Board of Directors to consider, and if appropriate initiate, leased based monetization.	Minimize Member Agency costs.	General Manager	May 2016
Status & Notes:			



KEY POLICY ISSUE NO. 12: CREATE REGIONAL SOLUTIONS FOR OUR PARTNERS			
Objective	Primary Standard(s)	Key Executive	Target
Conduct two multi-agency exercises to stress EWA and Member Agency Joint System emergency response capabilities.	Define and implement procedures for emergency response	Director of Environmental Compliance	March 2016
Status & Notes:			
Establish industry standard security protocols for entry on to the EWPCF site.	Proactively identify and address risks.	Director of General Services	April 2016
Status & Notes:			
Hold a Joint EWA – Member Agency “Source Control Round Table.”	Cooperative enforcement of the Encina Pretreatment Ordinance	Director of Environmental Compliance	November 2016
Status & Notes:			
Cooperatively develop and present quarterly reports on SEJPA Resource Sharing Activities to EWA and SEJPA Boards of Directors.	Continuously increase efficiency in all aspects of EWA operations and report results.	Assistant General Manager	January 2016
Status & Notes:			

KEY POLICY ISSUE NO. 13: HOLD ANNUAL PERFORMANCE AND EFFICIENCY SUMMIT			
Objective	Primary Standard(s)	Key Executive	Target
Plan & Execute “Efficiency Summit” describing EWA achievements in 2015 and attended by EWA Board of Directors, Member Agency executives, and influential community stakeholders.	Build trust and support with regional policy makers and community leaders.	General Manager	June 2016
Status & Notes:			

KEY POLICY ISSUE NO. 14: BUSINESS VALUES AND STANDARDS BASED COMMUNICATIONS			
Objective	Primary Standard(s)	Key Executive	Target
Develop Monthly Trend Reporting on Mission Critical Operating and Capital Performance Metrics.	Easy for people to understand EWA's roles and value to the community.	Assistant General Manager	March 2016
Status & Notes:			
Prepare Annual Biosolids and Renewable Energy Report.	Produce communications content that is brief and meaningful, emphasizing motivations and standards.	Director of Environmental Compliance	September 2016
Status & Notes:			
FY 2015-16 Tactical Plan Achievement	Standards driven organization.	Assistant General Manager	CCO
Status & Notes:			
Reformat investment and related communications to the Board of Directors to emphasize EWA's Business Values and performance standards/motivations.	Make compelling cases for investment.	General Manager	January 2016
Status & Notes:			

KEY ISSUE NO. 15: COMMUNICATIONS INTEGRATION			
Objective	Primary Standard(s)	Key Executive	Target
Update Encina and PureGreen websites to provide meaningful content that highlights motivations and standards.	Easy access to essential and governance information.	Director of General Services	November 2016
Status & Notes:			
Shared content on operational efficiency, key policy and planning decisions, investments, and related mission critical activities across all media and web-based communications platforms.	Produce communications content that is brief and meaningful, emphasizing motivations and standards.	General Manager	June 2016
Status & Notes:			

KEY POLICY ISSUE NO. 16: CO-BRAND WITH MEMBER AGENCIES			
Objective	Primary Standard(s)	Key Executive	Target
Execute on Co-Branding Opportunities with Member Agencies including operational efficiency, regional solutions, water recycling, renewable energy, and PureGreen where Member Agency Managers determine there is value in doing so.	Build trust and support with policy makers and community leaders.	General Manager	CCO
Status & Notes:			

KEY POLICY ISSUE NO. 17: EXPAND USE OF COMPREHENSIVE ASSET MANAGEMENT PLAN			
Objective	Primary Standard(s)	Key Executive	Target
All EWA Managers and Technicians using MUNIS for asset identification, work assignment ordering, maintenance data logging, and productivity analysis	Data-driven asset intervention.	Assistant General Manager	March 2016
Status & Notes:			

KEY POLICY ISSUE NO. 18: EMPLOYER OF CHOICE INITIATIVE			
Objective	Primary Standard(s)	Key Executive	Target
Board of Directors approved, multi-year labor relations agreement within budgetary authority granted by Member Agencies.	Structured, multi-year labor agreements.	Assistant General Manager	September 2015
Status & Notes:			
Present revised 2020 Staffing Plan to Board of Directors for review and approval including addition of engineering services manager.	Investment based on clearly defined standards. Safe work environment.	Assistant General Manager	November 2015
Status & Notes:			
Encina Staff Succession Plan	Highly trained, qualified, certified and environmentally oriented workforce.	General Manager	December 2015
Status & Notes:			
Increased emphasis on current job-related training opportunities within current budgetary allocations.	Highly trained, qualified, certified and environmentally oriented workforce.	Assistant General Manager	CCO
Status & Notes:			

KEY POLICY ISSUE NO. 19: CONTINUE BOARD OF DIRECTORS CULTURE AND ORIENTATION PROCESS			
Objective	Primary Standard(s)	Key Executive	Target
Conduct Board of Directors Orientation for all new Directors in collaboration with Board of Directors Chair.	Maintain recognition of the need to operate, maintain, and administer the Encina Joint System on a cooperative basis as envisioned in the Revised Establishment Document.	General Manager	January 2016
Status & Notes:			

The Encina Wastewater Authority Pyramid of Excellence & Innovation

